



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

NOV - 5 2018

OFFICE OF THE
ADMINISTRATOR

Margaret Weichert
Acting Director
U.S. Office of Personnel Management
1900 E Street, NW
Washington, DC 20415

Dear Ms. Weichert:

The U.S. Environmental Protection Agency (EPA) is requesting an exception to the Qualifications Review Board case processing moratorium for David Updike for the position of the Deputy Office Director for the Office of Information Technology Operations within the Office of Environmental Information.

The Office of Information Technology Operations (OITO) is responsible for programs and activities relative to the policy, management and implementation of information technology (IT) and infrastructure. The incumbent serves as the Agency lead for programs and functions in the areas of policy, strategic planning, program oversight, implementation, and management of Agency hardware and software in support of the Agency Deputy Chief Information Officer and OITO Director. The incumbent leads the development and cross-organization analysis of information policies affecting the entire Office of Environmental Information and impacting stakeholders inside and outside the Agency. The Deputy Office Director for the Office of Information Technology Operations reviews, evaluates, and recommends adjustments in Agency information technology policies, and leads or represents OEI on senior level committees concerned with information technology infrastructure, statutes, regulations, standards, and policies. This position is critical to provide leadership and oversight to direct EPA's information technology program, and 35 IT enterprise and operational services within the Working Capital Fund that are key to supporting all EPA Regions and Program Offices.

The selected candidate, David Updike, who is currently a GS-15 level manager, stands out above other candidates based on his unique combination of leadership and technical experience in various EPA positions within OEI, ORD, as well as working with Regions and Program Offices. He has broad agency experience in programs, establishing trusted relationships, and extensive operations experience implementing large scale IT across EPA. The selected candidate previously served in OEI as the Director for the EPA National Computer Center, where he provided oversight and leadership for a \$75M franchise fund of IT portfolio of services and initiatives to enable EPA Programs to capitalize major system investments under the EPA Hosting Application Services. This initiative led to many other mission critical investments to modernize enterprise network

services, shared services, and high-performance computing. Other unique qualifications identified in his package and interviews include demonstrated leadership establishing the EPA Email Optimization Team that successfully migrated all email across EPA and reduced operating costs by more than \$2M. His experience building coalitions serving on the EPA Cyber Sprint Tiger Team, which notably contributed to exceeding OMB goals, will serve well in this role given EPA's Cyber Security priorities. Most recently his experience as the ORD Deputy Director, Office of Science Information Management brings a customer-perspective that is invaluable to achieve the transformational goals set by the Agency's and OEI's leadership.

The position has been vacant since September 2017 with a number of GS-15 employees temporarily occupying the role via 120-day detail assignments. Continuing to identify and rotate additional staff on temporary detail assignments for this key position may have a negative impact on our ability to sustain information technology operations, which is key to supporting the Agency mission. Not filling this key role during the moratorium will further delay our ability to advance modernization, an area in which the next Administrator would likely have an interest, as it equips the agency with the tools needed to make informed technology decisions to meet its mission needs.

The position of the Administrator of the EPA recently became vacant. The President has asked me to take over the duties as Acting Administrator for the foreseeable future.

If you have any questions or need additional information, please contact Jeremy Taylor, Director, Human Resources Management Division, at taylor.jeremy@epa.gov or (919) 541-0537, or Dorothy Carr, Lead Human Resources Specialist, at carr.dorothy@epa.gov or (919) 541-4356. We appreciate your attention to this request.

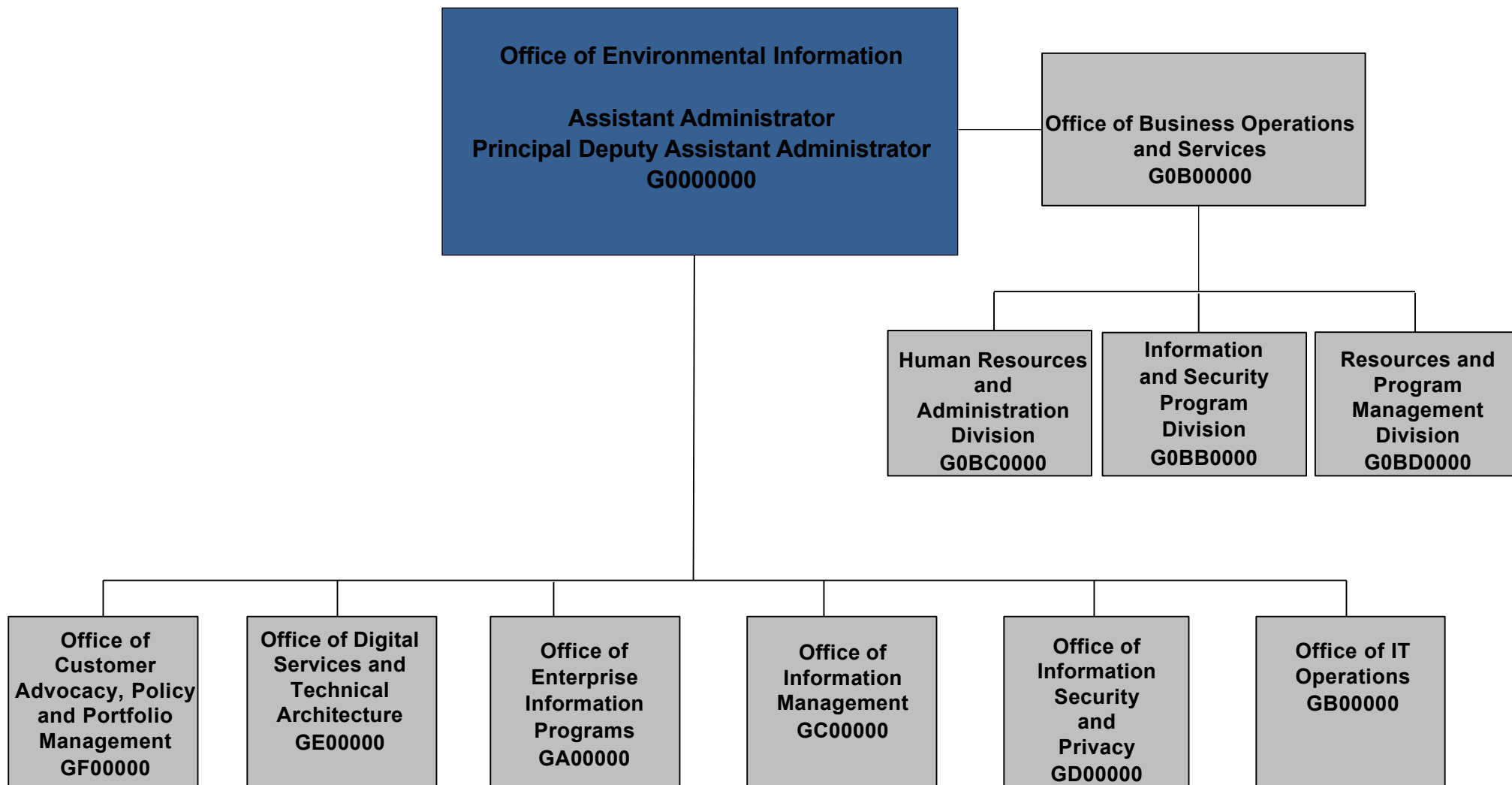
Sincerely,

A handwritten signature in black ink, appearing to read "Andrew R. Wheeler", with a long horizontal flourish extending to the right.

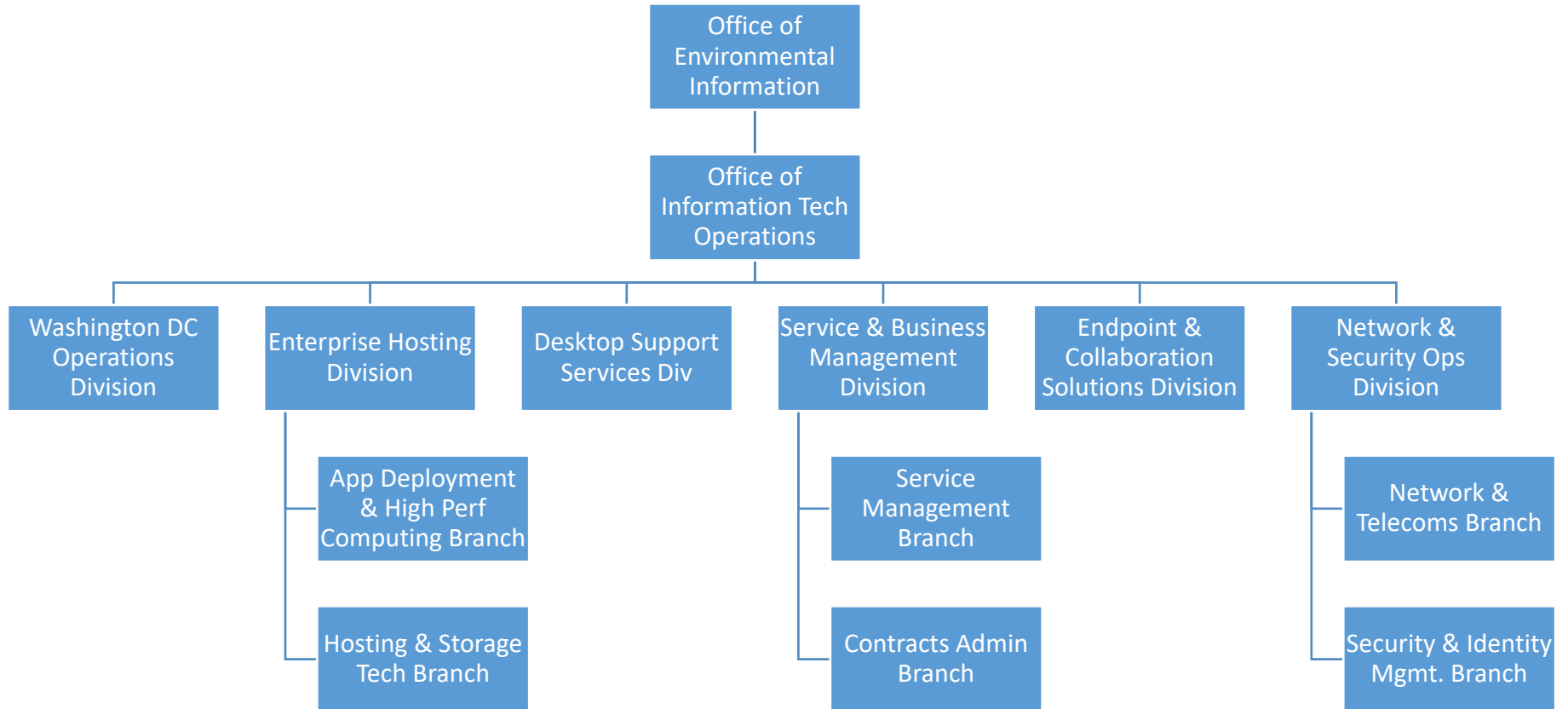
Andrew R. Wheeler
Acting Administrator

Enclosures

OEI Current Organizational Structure



Current Organizational Chart
Office of Environmental Information
Office of Information Technology Operations
September 2018



EXECUTIVE PROFILE

- Highly motivated, customer focused, results oriented, management executive.
- Collaborative leader designing, developing and implementing innovative solutions for complex business problems.
- Builds coalitions across organizational boundaries and leverages diversity to achieve efficiencies, improve services, implement programs and improve customer satisfaction.
- Leads organizations through complex transitions and continuous service improvements.
- Develops and delivers high quality, enterprise class, mission support IT/IM services.
- Achieves success for complex, highly charged and politically sensitive projects.
- Leads budget formulation and execution for complex business operations exceeding \$75 million in annual revenue and expenses.
- Top Secret security clearance with prior clearance at SCI level.

LEADERSHIP POSITIONS

Deputy Director,

January 2017 – Present

Office of Science Information Management,

U.S. EPA, Office of Research and Development, Durham, NC

Salary: GS 343-15-10 \$163,335, Hours Per Week: 40+

Leadership Context:

The Office of Science Information Management (OSIM) provides information technology (IT), information management (IM) and quality assurance (QA) program operations for EPA's Office of Research and Development (ORD). OSIM serves approximately 2,500 employees and contractors supporting ORD's research mission.

Duties and Accomplishments:

- Leads all aspects of program planning, program management, budget development, contract management, IT architecture development, workforce planning (46 FTE) and extramural contracting and budget execution (>\$40 M/yr).
- Actively serves on ORD's Management Council with Deputy Directors of ORD's Labs, Centers and Offices and leads ad-hoc council workgroups targeting service improvements and enterprise efficiencies.
- Leads the implementation of OSIM's 5 Year Strategic Plan targeting enhancement of ORD IT architecture, infrastructure and service delivery to reduce cost and expand capabilities.
- Represents OSIM in EPA's Lab Enterprise Forum an agency-wide workgroup targeting efficiency improvements across more than 20 EPA laboratories nationwide.
- Leading design and implementation of ORD's IT Portfolio Review processes to consolidate program-wide CPIC and FITARA review processes to improve compliance, and minimize program burden.
- Leads development and delivery of IT and IM services for a workforce of 2,500 employees distributed across 14 locations in 11 states.
- Led ORD's Labor Management Partnership Forum (LMPF) in developing a structured framework to efficiently engage six ORD unions in pre-decisional engagement for enterprise level quality assurance procedures. Met agency requirements to establish new quality assurance procedures supporting field based research.

Acting Deputy Director,
Associate Director,
Office of Science Information Management,
U.S. EPA, Office of Research and Development, Durham, NC
Salary: GS 2210-15-10 \$160,410, Hours Per Week: 40+

July 2014 – October 2014
Oct. 2014 – January 2017

Leadership Context:

The Office of Science Information Management (OSIM) provides information technology (IT), information management (IM) and quality assurance (QA) program operations for EPA's Office of Research and Development (ORD). OSIM serves 2,500 employees and contractors supporting ORD's research mission.

Duties and Accomplishments:

- In conjunction with the OSIM Director, developed a strategic plan to modernize ORD IT services and an OSIM re-organization proposal to align the organization with the new strategic direction, improve efficiency, and improve staff development and management succession opportunities.
- Led on-time delivery of critical program deliverables for data publication tools, policies and procedures supporting federal data publication requirements:
 - Restructured contract resources to align with program objectives.
 - When bargaining demands from 2 of 6 unions threatened policy promulgation, I proposed a partial adoption that exempted the two unions, but included over 90% of ORD's planned publications.
 - With publication tools, policy and procedures in place, ORD successfully published supporting data for 93% of its peer reviewed research during FY16 and met its commitments to the President's Office of Science and Technology Policy.
- Led program-wide budget reviews and identified efficiencies to achieve \$3 million (5%) reduction in program requirements.
- Inspired the establishment of a collaborative team to develop innovative and efficient approaches to modernize, consolidate and integrate ORD's administrative applications for research planning, management and publication.
- Actively served on ORD's Management Council and lead ad-hoc council workgroups targeting service improvements and enterprise efficiencies.
- Recruited by the EPA CIO and Assistant Deputy Administrator to serve on EPA's "Cyber Sprint Tiger Team" and Co-led EPA's response to the federal "Cyber Sprint" initiative with ORD's Associate Assistant Administrator.
 - Coordinated agency wide efforts which significantly improved the security posture following OPM's PII compromise of 2015.
 - Provided daily progress updates for CIO and Deputy Administrator.
 - Overcame significant challenges to achieve success.
 - Awarded EPA Silver Medal for achievement as summarized below.

"Notably, the Team met or exceeded OMB goals when other agencies failed. The Team is now recognized as a leader for their unusual dedication and commitment to the Agency mission, superb problem-solving and technical innovations, excellent stakeholder communication and positive outreach. More importantly, the Team did

*everything possible to negate the impact of the current threat, to protect Agency and employee information, and to make the future more secure. For those superior actions, the **Cyber Sprint Tiger Team** is deserving of high-level recognition”*

Director, EPA National Computer Center

August 2010 – June 2014

U.S. EPA, Office of Environmental Information, Office of Technology Operations & Planning

Salary: GS 2210-15-9 \$149,939, Hours Per Week: 40+

Leadership Context:

EPA’s National Computing Center was responsible for designing, developing and delivering over \$75 million in mission critical information technology services including:

- Data center operations supporting over 600 mission support applications.
- Wide Area Network operations and security services connecting 18,000 users at 45 sites in 31 states and territories.
- High performance scientific modeling and visualization services.
- Technical consulting services supporting hundreds of EPA applications and websites.

Duties and Accomplishments:

- Led all aspects of strategic planning, IT architecture, program management, contract management, budget development and execution (\$75M/year) and workforce planning for 52 federal employees and over 200 contractor staff.
- Introduced organization, process and management changes to revitalize the workforce and provide opportunities for employee growth and enrichment.
- Founding Co-Chair, EPA’s IT Operations Workgroup, a collaborative forum with representation from IT managers across 10 EPA Regions and 11 EPA Programs.
 - Developed innovative solutions for new enterprise IT services.
 - Fundamentally changed and improved how the Agency plans, prioritizes and delivers IT services across the enterprise.
- Federal CIO Council: Data Center Consolidation Task Force
 - EPA Voting Representative February 2011 – July 2014.
 - Led Best Practices Working Group to coordinate monthly sharing of innovative consolidation and service optimization practices across federal agencies.
- Developed and maintained EPA Data Center Consolidation Plan 2011 – 2014
 - Comprehensive 5-year plan detailing targeted agency wide efficiencies for: networking, data center and server operations, IT standardization, enterprise IT procurement, email & collaboration tools and cloud service integration.
 - Annually updated and transmitted under Federal CIO under EPA CIO Signature.
 - Successfully defended in rigorous annual audits by GAO and OMB.
- Led consolidation of 19 of 25 EPA server rooms designated for closure.
- Established internal cloud computing and achieved 57% virtualization in two years
- Established the first EPA cloud service offering by migrating the EPA wide area network and security operations to cloud services
 - Achieved 100% increase in capacity and improved redundancy with zero cost increase. 25 major locations (18,000 users) migrated with minimal disruption.
- Led Lotus Notes Email Optimization to reduce operating costs by over \$2 million.
 - Coordinated migration efforts across 13 local IT service providers.
 - 180 servers and 18,000 users consolidated to 30 servers in 4 locations.

Associate Director, EPA National Computer Center

Oct. 2004 - Aug. 2010

U.S. EPA, Office of Environmental Information, Office of Technology Operations & Planning

Salary: GS 2210-15-7 \$140,643, Hours Per Week: 40+

Leadership Context:

EPA's National Computing Center was responsible for designing, developing and delivering over \$75 million in mission critical information technology services.

Duties and Accomplishments:

- Directed IT operations and customer service functions for enterprise focused information technology services on national scale.
- Supported and advised the Director in all aspects of strategic planning; program management; budget development and execution; and human resource planning for a workforce of 52 federal staff in two locations and approximately 200 contractor staff.
- Directed oversight of fee for service application hosting business unit with over \$20 million in annual revenue.
- With the Director, chartered and managed an agency-wide workgroup to re-engineer and optimize computer room, server and storage management practices across 83 EPA computer rooms in 45 locations nationwide.
- Represented the Division on a number of task force and committee forums within EPA and with other agencies providing expert consultation regarding projects, technologies and agency technology initiatives.
- Led numerous analytical efforts to break down complex issues and develop new management approaches to correct deficiencies and/or improve program operations.
- Led a restructuring of over \$20 million in NCC hosting services to align products and services with commercial pricing models.

OTHER PROFESSIONAL POSITIONS

Acting Director, Desktop Support Services Division, GS-2210-15

August 2016 – Nov 2016

US.EPA, Office of Environmental Information, Office of Information Technology Operations

OEI's Desktop Support Services Division provides the managed desktop, managed print and IT helpdesk services to over 10,000 EPA users distributed nationally across 14 locations.

Recruited to provide temporary leadership for this newly formed Division immediately following a large reorganization. My charge was to ensure a smooth transition without impact to projects or service quality provide an "outsider" assessment of service strengths and weaknesses.

Hosting Manager, EPA National Computer Center, GS-2210 -14

August 1998 – October 2004

U.S. EPA, Office of Technology Operations & Planning, Durham, NC

Managed EPA's enterprise application hosting service supporting over 600 EPA program and mission critical systems. Directed all aspects of program planning and operations including: resource planning and budget development and budget execution for over \$10 million annually; strategic planning for services and technology architecture; customer service and relationship management; new technology assessment; technology and services acquisition; complex technology implementation; and critical technology operations.

Team Leader, U.S. EPA, Office of Solid Waste, GS 2210-13**June 1991 – August 1998**

Served as a technical specialist and Team Leader for two teams. The Information Technology (IT) Team managed and administered local area network and desktop computing services for approximately 300 OSW users. The Applications Engineering and Deployment (AED) Team maintained and enhanced two national data systems: The Biennial Reporting System (BRS) and the Resource Conservation and Recovery Information System (RCRIS).

Sales Manager, Micro Research Industries, Falls Church, VA**January 1989 – June 1991**

Reported directly to the president of the company and was responsible for all aspects of sales planning and execution for our customer base of 140 Congressional Offices. Forecast and tracked sales; set individual and departmental performance goals; identified new technology products for introduction into our market; negotiated sales and maintenance pricing with the Director of the Office Supply Service for the U.S. House of Representatives; supervised a junior Account Representative and a Sales Administrator.

EDUCATION

BA/Political Science, 1986

Leadership for a Democratic Society January 2007

PROFESSIONAL AFFILIATIONS/HONORS/AWARDS:

2011 – 2014 Federal CIO Council Data Center Consolidation Task Force

2016 EPA Silver Medal: EPA Cyber Sprint Response Team

2006 EPA Gold Medal: Migrating EPA's Payroll Systems to the DFAS

2005 EPA Gold Medal: EPA eGov Green Scorecard Team

2004 EPA Gold Medal: Central Data Exchange Implementation

2003 EPA Gold Medal: Window to My Environment Deployment Team

2003 CIO Award: Excellence in Customer Service

2003 EPA Bronze Medal: Air Quality System Re-Engineering Team

2002 EPA Gold Medal: Securing EPA's Information Technology Assets

1998 EPA Bronze Medal: RCRA Biennial Reporting Improvements

1997 Customer Service Recognition Award: Excellent support of OSW's LAN

1996 Team Excellence Award: Biennial Report Project Team

1995 Team Excellence Award: Waste Information Needs Initiative

1994 Team Excellence Award: The RCRA Reporter

1993 EPA Bronze Medal: Programming for Waste Capacity Assurance Analysis

REFERENCES

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